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THE DES REPORT

Fall 2014

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GM's Corner

A Few Good Men

by Tim Hestle

In 1992, a film was released depicting the court-martial of two U.S. Marines for the murder of a fellow Marine on their base in Guantanamo Bay, Cuba. The name of this

film was “A Few Good Men.” Even though this story shares the same title, the following article is quite different.

We lost two influential Nashvillians over the past year with ties to the Nashville District Energy System.

The first, Ted Welch, was a legend in the Nashville business community. The son of schoolteachers, Ted grew up on a farm near Parsons, in Decatur County, Tenn. He attended the University of Tennessee at Martin on a football scholarship, and he was junior class president, captain of the football team, and a member of the boxing, track and tennis teams. He received his Bachelor of Science degree in 1955.

Ted began his career as a salesman for the Southwestern Publishing Co., selling Bibles door to door. Due to his outstanding performance, he worked his way up the ladder and became the company’s executive vice president. In 1970, he left Southwestern to serve as commissioner of Finance and Administration and chief operating officer for the state of Tennessee under Gov. Winfield Dunn.

It turned out that he had a knack for political fundraising, which gave him national notoriety. It’s said that the most feared words in the English language were: “Ted



Constellation Receives Award for Outstanding Performance

During the annual Metro Nashville District Energy System customer meeting held May 22, 2014, in the Downtown Partnership meeting room, an award was presented to Constellation NewEnergy, Inc., in appreciation for its outstanding performance over the past 10 years. The plaque reads, "In commemoration of the Nashville District Energy System's Ten-Year Anniversary. The Metropolitan Government of Nashville and Davidson County presents this Award of Appreciation and Recognition to Constellation for their continued outstanding level of performance in providing efficient operation of the Nashville District Energy System. MNDES 2003–2013."

Welch is holding on line 1." The person answering the phone was about to get a full-court-press fundraising pitch from one of the most effective and sought-after Republican fundraisers in the nation. For several decades, candidates for mayor, governor, senator and president requested his assistance. He gladly supported the likes of Winfield Dunn, Lamar Alexander, Howard Baker, Ronald Reagan, George H.W. Bush, Bob Dole, Bill Frist, Fred Thompson, Mitt Romney, Marsha Blackburn, Bob Corker and Bill Haslam, to name a few. In a 1995 interview with The New York Times, Ted said, "Instead of playing golf, I raise money."

Ted had a successful real estate investment firm and was considered a powerhouse in the commercial real estate community. He developed office buildings, helped redevelop downtown and was instrumental in the construction of the Nashville Convention Center. For nearly 30 years, Ted's second home was with his loyal staff in the Renaissance Office Tower, a building he developed atop the Renaissance Hotel adjacent to the convention center. The Office Tower, a Nashville District Energy System customer, leased office space to Constellation Energy, the district energy system operator, for several years.

He attended nearly every fundraising event in Nashville as he and his wife were heavily involved in local philanthropy. This included everything from the Boy Scouts of America to the Nashville Symphony. Even though he was not a golfer, he always supported the NDES Golf Tournament.

He received many well-deserved accolades. In 1987 he was chosen as the Tennessee Republican Statesman of the Year, an award presented to him by Henry Kissinger and Howard Baker. In 1989 he received the Outstanding Alumni Award from UT–Martin, and in 1998 he was awarded an Honorary Doctor of Law degree from Freed-Hardeman University.

Ted passed away at age 80 in March of this year. He was admired by many in the state of Tennessee and across the country. He will be remembered for his energy, loyalty, drive, giving nature and great personality for personally delivering Christmas gifts, and for being a friend.

Nashville native Jennings Bryan "J.B." Loring Sr. passed away in September. He was a veteran of both the U.S. Coast Guard and the U.S. Air Force and was stationed in Korea during the Korean War. After returning home, he attended the University of Tennessee, where he received his pre-law degree. He later attended Nashville School of Law, where he received his Doctor of Jurisprudence degree. Interestingly, he never practiced law.

J.B. spent 30 years with Nashville Electric Service before retiring as director of risk management and human resources. He then served two terms as a Metro Council member representing District 15 in the Donelson–Hermitage area from 1999–2007. During his time as a councilman, his focus was on education and business. He also served on the Metro Planning Commission.

His background in government and experience in the energy business made him a perfect candidate for the Nashville Thermal Transfer Corporation board of directors and, later, the Nashville District Energy System Advisory Board, where

he served as a board member representing Metro. He was chairman of the District Energy System board for several years. In December 2010, J.B. was honored along with Charles Harrison and Joe Sweat for their dedication and service on the NDES Advisory Board. Mayor Karl Dean presented the awards in an informal ceremony at the plant.

J.B. was a proud member of the Korean War Veterans Association for over 60 years. He was also a life member of the Veterans of Foreign Wars and the American Legion Post 88, where he served as legion commander for the state of Tennessee from 1997–1998. He was a Mason, a member of the Al Menah Shrine and a member of the Donelson Church of Christ.

J.B. will be remembered for his big smile, his colloquialisms and his public service.

The movie I mentioned at the beginning of this article was filled with famous Hollywood stars like Jack Nicholson, Tom Cruise, Demi Moore, Kevin Bacon and Kiefer Sutherland. It was nominated for four Academy Awards and received five Golden Globe nominations. “A Few Good Men” displays enduring integrity despite difficult circumstances, and Ted and J.B. are real-life examples that such integrity exists. Ted Welch and J.B. Loring were stars for their service to the city of Nashville, the DES and others in general. Gentlemen, thank you for your legacy. You will be missed.

Meet DES Advisory Board Member J. Alan Robertson



Pop quiz:

How many state government buildings/structures are there in Tennessee? Answer: There are more than 7,000 state government buildings and structures across the state.

From historical landmarks, such as the state Capitol, to lesser-known but equally important buildings, Tennessee’s state-owned properties span the three grand divisions of our state, requiring significant oversight and upkeep.

Tasked with that oversight is the State Building Commission (SBC), which is responsible for all building construction and renovation, demolition, and land and lease transactions for Tennessee government properties. Within the SBC is the Office of the State Architect, who serves as its chief staff officer and is responsible for implementing the SBC’s bylaws, policies and procedures.

J. Alan Robertson is the assistant state architect – a position he’s held since 2003 – and has provided support to the SBC in many ways throughout his tenure.

To say that Robertson is an integral part of the State Building Commission would be an understatement. He works with the three State Procurement Agencies (SPAs), including STREAM, TBR and UT, to review their SBC project agenda items each month. He has also drafted new SBC and Office of the State Architect policy language and has met with industry leaders in design and construction to review state industry processes and procurements for improvements. He reviews approximately 60 SBC contracts per month.

Robertson also managed the design and construction efforts for the restoration of the Governor's Residence and the building of Conservation Hall on the grounds of the Residence, and held a seat on the State's Prevailing Wage Commission.

In 2013, Robertson was appointed to the Metro DES Advisory Board, bringing with him more than 20 years of experience as a licensed architect and more than 10 years' experience as a state employee who knows the ins and outs of government buildings in Nashville – most of which rely on Metro DES for heating and cooling.

We recently caught up with Robertson to learn more about Tennessee's government buildings and what it takes to be a good architect.

Q: How did you decide that architecture would be your career? Were you the kid who drew up schematics for a clubhouse at a young age?

A: Of course, like most kids that age, I did not know what I wanted to be when I grew up. My first year of college was at Tennessee Tech in Cookeville. Being someone who loved to be outside and very interested in nature, I decided to start my first year in biology. My second year I transferred to UT Knoxville where I began majoring in architecture. Very early on, I had a talent of drawing and being artistic. My father worked with a number of architects in his career and one day introduced me to one of his contacts, and from there I worked at an internship during the summer. My first client, before graduating, was my father, who wanted to convert his garage to a living space. I believe he wanted to test me – which I passed!

Q: What are a few properties that would make people say "Oh, yeah, I never even considered that as a state-owned property."

A: A few properties that may be of surprise to some are the following, which are all state-owned:

- University of Tennessee's Neyland Stadium
- Middle Tennessee State University buildings
- Cloverbottom Mansion
- The original Lorraine Motel, where Martin Luther King Jr. was assassinated, and the National Civil Rights Museum
- The home of Alex Hailey and its museum
- Radnor Lake

Q: What building are you most proud of being involved with – either a construction or renovation project – during your tenure as assistant state architect? What is it about that project that stands out the most to you?

A: I would have to say the restoration of the Governor's Residence and the design and construction of Conservation Hall.

The Residence restoration was carried out following the Secretary of the Interior's Standards for Historic Preservation. I became deeply entrenched in the history that surrounds this structure. When you deal with a structure such as this, you also have to be an investigator. Investigations included paint analysis to determine the original interior paint colors, the discovery of antiquated small glass globes – similar to an old Christmas ornament – that were filled with a red fire-suppressant liquid found in the attic spaces, finding newspapers from 1930 within an existing wall cavity, and finding hand-cast ceramic tile artisans who could match historic tiles for replacements.

This project required us to search nationwide for artisans and manufacturers who could fill the needs for this restoration.

Conservation Hall began directly after the Residence project was finished. With vibration-control engineers under contract, the state and the Tennessee Residence Foundation commenced to blasting and digging a very large hole in the earth in which Conservation Hall would be housed.

The concept for this project was for it to be located underground in order to preserve the view shed of the historic residence and preserve the green space on the grounds. During these operations, not a single crack was created in the adjacent structure of the Residence.

Both the Residence and Conservation Hall projects attained LEED ratings.

Q: How much thought goes into heating and cooling infrastructure when designing a building? Would you recommend that new downtown buildings use the district energy system for heating and cooling, or is it more complicated than a simple yes or no?

A: With soaring energy prices, a lot more goes into the architectural design of structures, and building owners are demanding it. The simple siting of a proposed building on a lot, along with façade exposures and building massing, are the biggest factors for energy demand for a structure.

If it is not properly sited and designed, a good percentage of the building's energy system can easily be fighting just to account for the deficit at the start! The State of Tennessee's Office of the State Architect will soon adopt its own High Performance Building requirements, which will aim to achieve certain threshold levels of energy performance in all state projects.

Architects also develop life-cycle cost analyses for structures, and energy efficiency plays a large role in those analyses.

Metro DES supplies energy at a very competitive rate for cooling and heating. There is usually more efficiency and economies of scale when dealing with a central powerhouse such as DES. From an owner's perspective, it is our goal to accurately depict the required energy-usage level of our facilities in order to predict the packaged amount we need to purchase.

Q: What advice would you offer aspiring architects?

A: Somewhere along the way, individuals started believing that architects make good money. I don't know where that got started!

There are architects to be found in various sectors of many industries. Young aspiring architects usually start out with the need to express themselves through designing, as that is the foundational attribute of an architect. My advice to those with aspirations of working in the industry is to go into the profession based on your need for expression through architectural design, and not for the notoriety or belief that a large salary is waiting for you.

The one thing I wish I had known when I entered the profession is that job security is not only based on how good you are, but, in large part, also driven by the construction market.

J. Alan Robertson was born and raised in Tennessee. He is married to his beautiful wife, Suzanne, and has two beautiful daughters. He graduated from the University of Tennessee in Knoxville in 1985 with a bachelors in architecture, and has been a licensed architect since 1991. Alan worked first worked at a private practice, and has been employed with state of Tennessee since 2000. He is a member of the U.S. Green Building Council, the First Baptist Church of Nashville and the American Stock Horse Association.

Customer Spotlight:

Tennessee State Capitol Building



The Tennessee State Capitol building was designed by renowned Philadelphia architect William Strickland, who modeled it after a Greek Ionic temple. The lantern is a copy of the Choragic Monument of Lysicrates in Athens. The Capitol's cornerstone was laid on July 4, 1845, and the structure was completed 14 years later in 1859. It is home to the Tennessee legislature and the governor's office.

You will find statues of Andrew Jackson and Andrew Johnson, two of the three Tennessee residents who served as president of the United States, on the Capitol grounds. The second president from Tennessee, James K. Polk, is buried in a tomb on the grounds.

The Tennessee State Capitol is located on Charlotte Avenue between Sixth and Seventh avenues. Guided tours of the Capitol are provided free of charge by the staff of the Tennessee State Museum.

David Carpenter, building and facilities management specialist of the Tennessee State Capitol, provided some insight on the buildings. For five years, David has worked as the facility manager for the State Capitol Complex, which includes the Tennessee Capitol building, the War Memorial building and plaza surface, and the Legislative Plaza. David is responsible for the

buildings, systems and customer service.

Q: The building has been around for over 150 years and is rich in history. What is the most interesting story that has come from inside the Capitol walls?

A: Actually, July 4, 2015, will mark 170 years since the cornerstone was set. There are so many fantastic stories; it is truly difficult to focus on just one. There was the secession from the Union, the expansion of voting rights through black men's suffrage and women's suffrage, and so many other significant legislative stories.

We have hosted guests that include presidents, vice presidents, international dignitaries, business moguls, musicians, and movie and TV stars (Elvis Presley, Little Richard, Bill Gates, Dolly Parton, Kix Brooks, Vanessa Williams and the stars of the TV Show "Nashville," just to name a few).

The mere mention of a topic can send the memory reeling to a person, comment or situation. I guess since you mentioned things from *inside* the Capitol walls ... the old statement joke that "you must know where the bodies are buried" comes to mind. Many people do not realize that we have four bodies buried on the Capitol grounds. The building's architect, William Strickland, is buried in a crypt in the north wall. Samuel Morgan, member and later chairman of the Capitol Commission during the building's construction, is buried in the south wall. And, in the east garden of the Capitol, President James K. Polk and his wife, Sarah Childress Polk, are buried in a tomb designed by William Strickland.

Q: Does Metro DES supply both heating and cooling for the building? How long has the Capitol been using Metro DES?

A: Yes, DES provides both chilled and hot water for the facility air handlers to use when heating and cooling the building. The Capitol has been using steam as a heat source since 1889, when a boiler plant was located on the north side of the grounds. Metro DES has been providing the building with hot and chilled water for over 45 years, since the thermal plant was built in the 1970s and then from the new Metro DES plant that was built in 2003.

Q: How long have you managed the building, and what responsibilities does this include?

A: I started working at the Capitol in 2009. A quick response would be I am responsible for the buildings, systems and customer service; but the scope of responsibilities is actually very broad. The Capitol Complex consists of the state Capitol building, the War Memorial Building and plaza surface, and the Legislative Plaza. I oversee facility maintenance and life safety systems, meeting tenant needs and supporting their endeavors, event management (large and small), project management, and day-to-day operational needs and communication. Someone once described me as a long-tailed cat in a room full of rocking chairs. I have always loved that metaphor. My excellent staff and I aim to please and support the state employees in any way we can.

Q: As you know, the Capitol has a rich architectural heritage. What is your favorite part about the Capitol building?

A: Again, the building and all of its nuances are captivating, and it is difficult to pick just one aspect – from the entire building perched on the tallest hill and how it impacts the skyline to the 42-foot ceilings of the second floor and the columns in the House chamber, each made from one single piece of limestone. Transporting those without any mechanical assistance in the 1850s would have been a daunting task. The view from the north balconies ties the Capitol grounds into the Bicentennial Mall and surrounding neighborhoods. I consider myself blessed to be in the position I am in. The Capitol is truly an architectural jewel belonging to the people of Tennessee. If you have not toured it, I would encourage you to do so.

Q: What benefits do you see with the building's being on the Metro DES system?

A: Metro DES provides clean affordable heating and cooling for the Capitol and other buildings of the complex. We work in partnership with the Metro DES staff to ensure that service is consistent and within parameters. We interact when there are maintenance needs or concerns. I have a point of contact for emergency situations, and they are extremely responsive. Thanks, Chuck Tucker!

Q: Working in a place that is filled with important political leaders, there is a lot to do. What would you say is your favorite part about your job?

A: That is probably the easiest question. The people and the opportunity to serve! I work alongside some of the greatest people you would ever want to meet. The community in these facilities is very committed to their constituents, the people of Tennessee. It is a wonderful feeling to be of service to these fine leaders and their staff members.



Employee Spotlight:

Ray Adcock, Maintenance Mechanic

Ray Adcock works as a mechanic with Constellation Energy and spends his time at work in the tunnels downtown. Before joining Constellation, Ray was a member of the United States Navy. From there, he worked at the Nashville Thermal Plant, DuPont and finally Metro DES.

Q: What has been your most challenging task while working as a mechanic at DES?

A: I would say the downtown traffic is my biggest challenge. I go in and out of the street a lot through manholes, and the buses in downtown make that difficult.

Q: What led you to pursue a career as a mechanic?

A: Right after high school I joined the Navy for five years. In the Navy I was a machinist mate and worked on boilers and steam-driven equipment. That's what I work with today.

Q: What brought you to DES? Were you a Metro employee prior to joining DES, or did you come from a different background?

A: I worked at the Nashville Thermal Plant for 13 years, then I had the opportunity to go to DuPont. Unfortunately, DuPont closed plants and I was laid off. There was an opening at Nashville District Energy, and that's how I got here.

Q: What is the most rewarding part of your job at DES?

A: Getting the job done and seeing it through to completion.

Q: How would you describe DES' importance to the city of Nashville?

A: It's very important to heat and cool 41 buildings in downtown Nashville. All those buildings, including major buildings like the Tennessee State Capitol, depend on Metro DES.

Q: How do you see DES' services changing in the future as Nashville continues to grow?

A: I'd like to see us add more capacity as a plant so we can serve more customers. That would ensure jobs for folks for years to come.

Q: What do you look forward to most when heading to work in the morning?

A: I enjoy seeing what new challenges I have to overcome, as far as jobs and things that need repair.

Q: What are you passionate about outside of your job at DES?

A: Family. My wife, daughter and son. I've coached youth softball and baseball for 20-plus years now, and I also serve at my church, Faith Is the Victory Church.

Q: What is your most memorable moment at Metro DES?

A: The flood. The flood filled up all the tunnels, and we had to stop service to wait for the water to go down for a total of five days. Those folks didn't have steam service. The need for steam was down; the Lower Broad area was flooded. Through that, a lot of people were affected in other areas because the buildings were shut down.

22nd Annual Nashville District Energy System Invitational Golf Tournament



First-place Team: Blaine Marlin, Ray Stepp and James Stepp (Jarrod Waffird not pictured)

On July 19, 2014, the 22nd Annual Nashville District Energy System Invitational golf tournament was held at Indian Hills Golf Course in Murfreesboro, Tenn. This was the 11th consecutive year the event was organized and put on by Constellation Energy. Despite the rain, Constellation employees, NDES customers, contractors, vendors, family and friends showed up and had a great time.

The winning team finished with a score of 59. This was quite an accomplishment considering the wet conditions. Jason Way won the “Longest Drive” contest, and Clint Russell won the “Closest to the Pin” contest. First-place team members and the individual contest winners each received a trophy and a cash prize.



2014 Longest Drive Winner

Jason Way

2014 Closest to the Pin Winner

Clint Russell

Several friends of the NDES generously sponsored holes and donated gifts to be given away as prizes for the remainder of the field. A “Hole-in-One” contest was held on all of the par 3 holes, and Constellation NewEnergy, Inc., furnished a barbecue lunch for all participants immediately following play. The golf course staff did a great job, and the event was another tremendous success.

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